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DD/S 70-1632

21 APR 1970

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief, Support Services Staff

SUBJECT : Management Advisory Group Paper: "An  
Increased Role for the Younger Officer"

Attached is a copy of the MAG paper mentioned at the DD/S Staff Meeting on 21 April 1970. We would appreciate receiving from you by close of business on 27 April 1970 your ideas on where you have been using young officers and where you believe you or we could use young officers in capacities suggested by the MAG. Only permanent as distinguished from ad hoc groups should be listed. ✓

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Att

Subject Paper, dtd 31 Mar 70

ADD/S:JWC/ms (21 April 70)

Distribution:

Orig - D/CO, w/Att

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31 March 1970

## MANAGEMENT ADVISORY GROUP

### An Increased Role for the Younger Officer

1. Management is challenged to devise ways to use effectively the full talents of the young officer over and above his currently assigned tasks. Management should capitalize on the young officer's natural eagerness to demonstrate his abilities, express his ideas and participate in management decisions. A sense of participation is basic to his motivation.

2. There are problems. Understandably not all young officers can participate in major management decisions; some are able to a certain extent, but most are caught up in a routine natural to large government operations and do not have major responsibilities. There is also a reluctance of older officers to ask younger colleagues for their views or to involve them in planning. This may be caused by a supervisor's general ignorance of a young officer's knowledge and judgment -- even though the young officer represents the Agency's principal source of new blood and ideas. In other cases, it may reflect a lack of managerial receptivity to new ideas and innovation. These are aspects of the pervasive communication problem upon which MAG has previously commented.

3. Our view is that methods should be devised to develop a more adequate system to exploit fully this talent with the two-fold objective of permitting the Agency to use its young personnel to the maximum and to bring forth the best in all employees. The employee should be given ample opportunity to develop a sense of participation in overall Agency goals.

4. The Agency has made appreciable advances in this area; more can and should be done. We suggest that Deputy Directors cause an examination of the membership of panels and boards serving their interests to consider the inclusion of young professional officers on a rotating basis. The variously designated promotion, overseas selection, and junior officer panels and career development groupings

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are usually composed of older men holding senior positions. We are not challenging the contribution of such officers but rather we are seeking to recognize the positive value of using young officers even in an advisory capacity on existing panels. Apart from these career oriented panels, other councils or boards dealing with subjects such as insurance, scholarships, financial assistance, incentive awards, honor awards, etc., would also benefit from the participation of young officers on a rotating basis. What more qualified officer could serve on a Credit Union Loan Panel than a young officer of a lower grade keen to the monetary needs of his income group?

5. Participation in such personnel and administrative activity offers one range of options; involvement in decision-making and review panels dealing with intelligence objectives and long-range planning offers other opportunities. This participation would have the virtue of bringing in fresh minds to look at "goals" unencumbered by an idee fixe or a vested interest. In contrast to personnel matters, substantive considerations can be comparatively objective and do not involve the delicate field of passing judgment on a fellow employee's career.

6. MAC believes that junior officer service as outlined above would not only benefit management but would also enhance the development of young officers for future management roles.

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3. Participation by Younger Officers in Agency Boards, Groups, Panels and Committees: At the Deputies Meeting today the Executive Director circulated the attached list of boards, groups, etc., as submitted by the Directorates with an indication of the present and proposed assignment of younger officers. The DD/S fared quite well in this listing. First question is what constitutes a younger officer and it was agreed that as a starting definition he would be age 40 or under. It was suggested that the Directorates circulate the list of their own panels through their respective offices to see whether or not employees may wish to volunteer to serve on these organizations, provided of course that they have the necessary experience and qualifications.

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